



SOUTH CAROLINA COMMISSION ON INDIGENT DEFENSE

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November 1, 2019

The Honorable Hugh K. Leatherman
Chairman, Senate Finance Committee
111 Gressette Building
Columbia, SC 29201

Re: Proviso 117.21 – FY20 Appropriations Act

Dear Chairman Leatherman:

We are pleased to provide the committee with the enclosed information from the South Carolina Legal Services organization as required by Proviso 117.21 for organizations that receive pass through funds from a state agency.

Enclosed you will find a memorandum of how the funds will be spent by the organization along with the goals to be accomplished with those funds, the organizations approved budget for FY19-20, the organizations most recent financial statement and the organizations statement of equal employment opportunity.

Please do not hesitate to contact me if we can provide additional information or assist in any way.

Very truly yours,

J. Hugh Ryan, III
Executive Director
South Carolina Commission on Indigent Defense



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November 1, 2019

The Honorable G. Murrell Smith, Jr.
Chairman, Ways and Means Committee
525 Blatt Building
Columbia, SC 29201

Re: Proviso 117.21 – FY20 Appropriations Act

Dear Chairman Smith:

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Enclosed you will find a memorandum of how the funds will be spent by the organization along with the goals to be accomplished with those funds, the organizations approved budget for FY19-20, the organizations most recent financial statement and the organizations statement of equal employment opportunity.

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Pursuant to Proviso 117.21 of the 2019-20 State Appropriations Act, entities that receive State Appropriations through a state agency are required to provide a report to that agency. Based on the requirements of the Proviso, below is the required information:

1. An accounting of how the funds will be spent.

South Carolina Legal Services (SCLS) receives funds from the Office of Indigent Defense (OID) via the Filing Fee addition on civil complaints filed in Circuit Court. SCLS uses those funds for a number of items for its programming or the clients that we serve.

The OID funds are used by SCLS as a match for certain non-federal match funds needed for several important SCLS programs. SCLS receives grant funds from the South Carolina Attorney General's Office for our work with the victims of domestic violence. The Violence of Crimes Act, commonly referred to as VOCA, is one of the chief programs at SCLS that is used to assist domestic violence victims. The work done is primarily to assist the victim with dissolving the marriage and working on related issues regarding custody of the children of the marriage. Additionally, those funds are used by the SCLS staff to assist those victims with many of other legal issues that those victims face. Those issues include but are not limited to the following: housing, consumer, employment, etc.

The OID funds are also used by SCLS as a match for 50% of the Low Income Tax Clinic Grant (LITC). The LITC grant assists clients who, although they are low income, have legal issues with the IRS for tax related problems. These cases include identifying defenses the client may have to decrease or extinguish a wrongfully calculated tax liability or to assist with payment plans or other settlement options that the client may have to seek resolution of the tax liability they are faced with but unable to fully pay.

SCLS has an Equal Justice Works (EJW) grant that is used to assist with our work with barriers to employment. This work is specifically involved helping victims and survivors in area of human trafficking. SCLS used the OID funds to serve as a match for the EJW grant.

Each grant that SCLS receives is used under a pro rata calculation to assist with the operating costs of the law firms necessities of doing business. Each of the nine offices of SCLS are required to be charged a pro rata share of operating expenses. The OID funds from the state are used in this manner as a requirement for SCLS to perform its mission to provide equal access to justice for low income South Carolinians.

Finally, the OID grant is used by SCLS to fund certain programs that the law firm is prohibited from doing due to grant restrictions from another funder. For example, SCLS receives funding from the Legal Services Corporation (LSC) that is funded by Congress. Certain expenses are not allowed using LSC funds. For example if a



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deserving low income client's income exceeds the LSC ceiling of 200% of the Federal Poverty Level but that client's legal matter is within the priorities of SCLS as promulgated by the SCLS Board of Directors, the OID funds will be used to assist that client with resolution of his legal needs.

2. The Goals to be accomplished by the entity.

Please see the attached chart indicating the goals to be accomplished with the funds.

3. Proposed measures to evaluate success in implementing and meeting those goals;

Please see the attached chart indicating the goals to be accomplished with the funds.

4. A copy of that entity's adopted budget for the current year.

SCLS is set up on a calendar year. Attached is the most recent SCLS Budget that has been adopted by the Board of Directors.

5. A copy of that entity's most recent operating financial statement.

The most recent approved operating financial statement of SCLS is attached.



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South Carolina Legal Services (SCLS) is a non-profit statewide law firm that provides civil legal services to protect the rights and represent the interests of low-income South Carolinians. The vision of SCLS is that all low-income South Carolinians will have full and fair access to justice. The goal of the law firm is stability, safety and security for low-income families. SCLS is governed by a 27 member board of directors. One-third of the board members are non-attorneys who have either been clients or income eligible. Board members represent all areas of the state. The attorney board members are appointed by the South Carolina Bar, local bar associations, and various specialty bars. The non-attorney board members are appointed by various community groups or other non-profits that also work with low-income families.

The law firm has nine offices throughout the state. It also uses borrowed space in counties without an office. These locations include the courthouse, libraries, and other non-profit offices. SCLS employs 120 staff, 58 number of which are attorneys with caseloads. In addition to staff attorneys, SCLS secures the services of 107 private attorneys throughout the state to represent low-income clients.

The Board of Directors recently adopted the following SCLS' value statements as part of its 3 to 5 year strategic plan:

1. SCLS will strive to maximize the number of clients it serves without sacrificing the quality of its services or its commitment to achieving lasting results that address significant issues affecting its client community.
2. SCLS will strive to provide its clients with high quality legal services to address all of its clients' important legal needs and not just those the client initially presents.
3. SCLS will strive to assure that its clients and applicants for service have substantially equal access to its services regardless of the challenges that may be presented by serving a particular client/applicant.
4. SCLS' management will strive to use sound business practices and judgment to advance SCLS' mission.



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GOALS, PROJECT ACTIVITIES and OUTCOMES.

Effective and Efficient Law Firm

ACCOUNTING		
Goals	Project Activities for Goals	Anticipated Outcome(s)
Promote grant management, efficiency and effectiveness	<p>Provide statistical information and operating data to management for decision-making</p> <p>Operational data is provided on a monthly basis to enhance grant compliance and maximize grant reimbursements for Title 3B for example</p> <p>Monthly grant revenue is tracked and reported for management and grant compliance considerations</p>	Timely completion of reports, other remittance information, compliance with grant reporting and applications in support of SCLS resource development
Offer continued training to accounting staff (including cross-training) and development opportunities	<p>Utilize available webinars and training opportunities from current software providers, grantors and others</p> <p>Staff have cross trained in duties and accounting functions ensuring continuity during vacation and other leave periods.</p>	Improve and insure better financial compliance and grant management requirements
Constantly review and update the accounting manual with specific consideration of LSC regulation changes	<p>Communicate program policy and procedures to staff, management, and other interested parties. Train managers and staff on updates to accounting policy and procedures</p> <p>Host sessions with staff for efficiencies in posting and documenting supporting information. Continue to provide dialogue with staff to promote knowledge of SCLS policy manuals</p>	Enhanced compliance and familiarity with LSC policy regulations and SCLS manuals



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Continue to transition to an electronic accounts payable and accounting system with the goal of converting paper files to electronic format	<p>Continue to train managers and staff on updates to accounting procedures</p> <p>Ongoing training and feedback to staff during transition to using the S: drive. Staff will be provided individual feedback on the utilization of the S: drive for accounts payable and general documentation purposes.</p> <p>Acquire software that support electronic accounts payable and payment issuance and documentation system including conversion of paper documents to electronic format where possible</p>	Enhance compliance and operating efficiency providing for greater file organization
GRANTS & COMPLIANCE		
Goals	Project Activities for Goals	Anticipated Outcome(s)
By the end of 2019, conduct compliance and grant specific rules, regulations and reporting requirements trainings for all offices	Training to be held in person at each office	All employees will be aware of and understand the rules, regulations, and restrictions imposed by LSC and other funders as well as become familiar with necessary reporting needs
HUMAN RESOURCES		
Goals	Project Activities for Goals	Anticipated Outcome(s)
Enhance and improve the onboarding process	<p>Determine best start date</p> <p>Assign specific staff for specific training/mentoring responsibilities</p>	<p>Improve the onboarding experience</p> <p>Become familiar with all systems in less time</p>



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	Conduct new employee orientation that includes: timekeeping, benefits, request for travel/training	Better appreciation for value of benefits
Begin to conduct Anonymous Employee Surveys	Develop anonymous employee surveys that address common work-place employee related topics	(a) Survey results will provide HR knowledge needed to build positive employer relationship and a productive work environment (b) Employees can speak freely about working conditions (c) Help determine employee satisfaction, attitude and loyalty
Increase training employee awareness about Resource University available through Resource ADP	Employees would become aware of available learning opportunities through Resource ADP	Employees would achieve the highest level of performance and would be able to receive additional training from the convenience of their desktop
INFORMATION TECHNOLOGY		
Goals	Project Activities for Goals	Anticipated Outcome(s)
Implement Office 365	Provide training for staff on Office 365 and SharePoint Online Intranet Configure/Implement Security and Governance protocols Assign user licenses to Office 365 Develop Best Practices document Ongoing staff training/learning opportunities	Increased business efficiency across law firm Global access to O365 apps on virtually any device Enhanced collaboration among advocates and stakeholders



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		Improved workplace productivity Cost reductions/ROI
	Delete, optimize and repurpose Lawhelp.org/sc resources Implement Predictive Search on Lawhelp.org/sc Enhance accessibility features	Provide users with up-to-date relevant resources Increased access to targeted resources Streamlined resource topics Improved accessibility
Educate staff on best practices for network security	Conduct information technology security awareness trainings Update staff on the latest security vulnerabilities; and Train staff on how to recognize and avoid them	Staff awareness of acceptable behavior User education on how to identify/detect attack Increased compliance Better protection of SCLS' assets
Develop closed-captioning for SCLS videos	Prepare caption files for video topics Add captions to videos	Compliance with ADA, AODA and Section 508 compliance Improved indexing and searching Viewer flexibility Improved accessibility for ESL viewers Improved comprehension



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LITIGATION		
Goals	Project Activities for Goals	Anticipated Outcome(s)
Increase the number of poor people served	<p>Gather information and documents from other Legal Aid firms across the country to find additional and innovative ways to provide representation</p> <p>Review policies for case load numbers, case closure reason (brief or extended), and other policies affecting representation</p> <p>Add attorney staff to Intake Office to provide advice and counsel</p>	<p>Increase number of people served</p> <p>Modify policies where appropriate to assist in increasing number of people served</p>
Increase number of people served in rural counties	Partner with community non-profits to increase the community's knowledge of SCLS	Increase the number of people served in rural counties
Increase number of attorneys filing litigation that will impact more than just their clients.	<p>(a) Get substantive units to make such litigation a topic at unit meetings.</p> <p>(b) Get attorneys to look for such issues.</p>	More litigation that impacts more than just the individual client
Increase number of Medical Legal Partnerships (MLP) throughout South Carolina	Continue to work with current MLP's to expand and help develop MLP's in other locations	More MLP in SC with SCLS and medical providers
Continue to stress the collection of attorney fees from opposing parties	<p>Get the list serve started</p> <p>Emphasis attorney fees at every opportunity such as unit meetings where appropriate such as housing and consumer</p> <p>Determine the effect of new tax law</p>	Increase the number of cases in which attorney fees are sought, ordered, and collected



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	OPERATIONS/GENERAL COUNSEL	
Goals	Project Activities for Goals	Anticipated Outcome(s)
Maintain real estate and other assets of all offices	Regularly review and inspect offices regarding potential need for capital improvements and insure vehicles in working and compliance order	SCLS assets will be protected investments and employees will have comfortable and safe environment in which to work
Identify IT and other personal property in all offices that need to be retired	Work with office managers, IT staff and accounting to determine the age and reliability of IT equipment Dispose of personal property that should be retired via e-waste, donations or other appropriate disposal venues	IT equipment in offices will be utilized to maximum potential by purging nonfunctional and outdated equipment Work environments will be free of unnecessary clutter and more pleasant for staff and visiting clients
Develop a Resource Development Plan with Board of Directors	Work with Board of Directors' contacts and assistance to further fund raising and philanthropy efforts to support SCLS	Increase awareness and financial support from legal, business, partners and clients regarding the mission and work of SCLS.
Obtain additional funding from Grants	Contact and coordinate colleges and universities statewide to obtain help by the undergraduate or graduate programs to research and assist in drafting grants Research, seek and apply for available government and corporate grant funding	Raise funds to support two or more projects to help with the mission of SCLS activities beyond direct representation
Increase visibility of SCLS	Develop an Annual Report Develop a monthly newsletter	Increase number of referrals Increase individual donations



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		Increase number of pro bono attorney and private attorneys
Restructure PAI Program for consistency of all offices statewide	Work with each PAI coordinator in all offices to develop and implement procedures that are consistent statewide	PAI attorneys will provide client assistance more effectively due to defined expectations Additional PAI attorneys will be involved in areas and cases that are most needed by SCLS clients
Increase Pro Bono Service through State and Local Bars	Work with the SC Bar Pro Bono Program and its Director to create opportunities for increased pro bono service by the private bar to assist SCLS Identify local bar associations who are interested in working with SCLS to create pro bono opportunities for their members	Increase Access to Justice Create more awareness of SCLS with private bar members
INTAKE OFFICE		
Goals	Project Activities for Goals	Anticipated Outcomes
Continue to provide intake training to all new staff of SCLS in accordance with the SCLS Strategic Plan	All new staff is provided training in: Intake Policy and Procedures; Financial Eligibility for Legal Services; SCLS Service Priorities; and Use of SCLS Case Management	To insure a consistent and uniform intake being done statewide To provide new attorneys the opportunity to discuss various substantive law issues rapidly with an applicant To insure that every office continues a holistic approach to intake for



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		those wanting legal assistance
Continue to improve on the number of “applicant withdrew” rejections for online intakes	<p>Continue contacting applicant via email when call backs fail</p> <p>Continue looking at application submission to figure back best call back times</p> <p>Review online intake client satisfaction surveys for ways to improve not losing online intake applications</p>	An increase number of intakes being reviewed for legal assistance. More clients being served
Increase the number of telephone intake calls answered	<p>Review staff telephone statistic to look for and correct inefficiencies in intake</p> <p>Discuss results with individual staff and generically at staff meeting</p> <p>Hire additional intake staff</p>	An increase number of intakes being reviewed for legal assistance. More clients being served
Increase the number of type of cases that an applicant can apply online	Create online intake applications in the substantive law areas where applicants currently cannot apply online for now (i.e., expand Family Law topics and include disaster relief online application)	Allows applicants to apply online 24/7 for legal assistance in more types of cases that are within the SCLS priority guidelines
Increase the number of counsel and advice letters completed by Intake Office	Looking to hire an additional attorney or using “new attorneys” as part of the New Attorney Protocol to assist in doing counsel and advice	More people being able to get some assistance from SCLS
Continue working towards a “no call back” online intake application in accordance with LSC Program Letter 16-6	<p>To insure that the SCLS online intake application meets the requirement of making a reasonable inquiry regarding the sources of income, income prospects, and assets</p> <p>To insure that the online intake application uses simple inquiries and procedures that promote the development of trust between applicant and SCLS</p>	<p>Eliminate the need to designate one staff member solely for online intake call backs</p> <p>More staff answering telephone intake line should increase number of calls answered</p>



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	<p>Develop or upgrade the online intake application so that it has the capacity to determine whether there is a substantial reason to doubt the accuracy of the provided financial eligibility information</p> <p>Develop or upgrade the system to make appropriate inquiry to verify the financial information confidentially</p>	To decrease number of online applications denied as “Applicant Withdrew-failed to complete online intake application
Continue to assist with making SCLS referrals to pro bono more efficient	Continue partnership with S.C. Pro Bono and ATJC in making effective referrals	To increase the “culture” in South Carolina for pro bono representation by making referrals more efficient

Consumer Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcome(s)
Continue Annual Constitution Day Legal Forum (CDLF)- September 17, 2019	Select Committee to plan Constitution Day Legal Forum Hold 8 th Annual CDLF	8 th Annual Constitution Day Legal Forum will inform lawyers and others on consumer related legal topic
<p>Provide financial empowerment training to frontline employees of social work organizations, general public and special populations</p> <p>Continue to develop resources for financing these trainings</p> <p>Continue to develop financial empowerment resources for our client population</p>	<p>Utilize Your Money Your Goals Toolkit and Companion Guides to conduct 12 monthly trainings and outreach</p> <p>Create Slide decks for “Eye Openers” as supplement for related legal issues</p> <p>Start planning with selected personal injury, social security and other firms identified as partners for training</p>	<p>General public and special populations will be financially empowered as well as educated on specific legal topics related to finances</p> <p>SCLS will have increased options for financing the activities used to reach these goals</p>



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<p>Rural Clinic Initiative</p> <p>Expand debt collection defense clinic to 3 additional rural counties</p> <p>Continue to develop a vision for financing the Initiative</p>	<p>Establish partnerships with 3 additional free medical clinics</p> <p>Explore options for virtual presence at free medical clinics in addition to in person option</p>	<p>Increase attendance at debt collection defense clinics</p> <p>Expansion of clinic to other rural counties</p> <p>SCLS will have options for potential funding for the Rural Clinic Initiative</p>
<p>Bankruptcy court partnership will continue to be a significant collaboration for Consumer unit</p> <p>Opportunities for funding the courthouse internship</p>	<p>Fill the bankruptcy intern position</p> <p>Seek funding for the intern position from private bankruptcy bar and others</p>	<p>Collaboration will continue and be strengthened by the liaison activities of the intern</p> <p>Internship will be stronger and more helpful to Court and SCLS by a more stable presence of intern</p>
<p>Increase number of consumer cases opened</p> <p>Increase number of cases with higher level of service</p>	<p>Explore ways to address consumer protection law needs of applicants to provide assistance available via state and federal law.</p> <p>Continue creation of consumer protection law checklist</p> <p>Continue creating proposal to follow up on counsel and advice cases for additional needs</p>	<p>Increase consumer cases opened by 10% from 2019.</p> <p>Number of consumer cases with increased level of service will be higher</p>
<p>Complete VR360 video on consumer law in the courtroom</p>	<p>Gain additional partners for collaboration as needed</p> <p>Write script</p> <p>Film and edit video</p>	<p>Provide education for general public about what it's like to be in the courtroom in a consumer case</p>



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<p>Training and education for SCLS staff and private bar on consumer law topics</p>	<p>Staff attorneys attend trainings/conferences and provide training to SCLS staff and attorneys</p> <p>Conduct Lunchtime webinars on short subjects, including with guest speakers.</p> <p>Attorneys participate in CLEs, trainings and conferences to make presentations on consumer law topics and SCLS work in general</p>	<p>SCLS staff will be better educated on consumer law</p> <p>Consumer cases handled by SCLS will increase (by10%)</p> <p>Private bar will become more familiar with our consumer practice</p> <p>SCLS attorneys will improve expertise in consumer protection law</p>
<p>Hold consumer outreach events</p> <p>Determine topics public and private bar want/need to be addressed</p>	<p>Identify staff and events to conduct outreach</p> <p>Review SCLS data (from cases, surveys and interviews conducted) to determine topics needed</p>	<p>Increase in outreach events</p> <p>Increase in number of attorneys trained (minimum 1per office) in conducting consumer outreach events</p> <p>Expansion of consumer law topics for outreach</p>
<p>Conditioned on TIG grant, create online classroom on a consumer protection topic</p>	<p>Identify topic and partner(s)</p> <p>Lay out work plans</p> <p>Conduct activities planned</p>	<p>Online classroom will be used for clinics and for the general public on SCLS websites and social media</p>

Education Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcome(s)
<p>Legal representation and advocacy</p>	<p>Identify new partners to expand the number of education referrals</p>	<p>Increase the number of education law cases accepted</p>



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Represent more children in education law cases.		
Identify and support attorneys and advocates	<p>Provide quarterly trainings, access to free webinars, and identify other training opportunities</p> <p>Identify support staff that could become an education advocate and develop a training</p> <p>Unit Head and Lead Attorneys will continue to consult and provide guidance on individual cases and assist in providing legal representation when needed.</p> <p>Ensure there is always at least one attorney in each office designated to have education cases and assist the local office with providing guidance and support when needed on that attorney’s education cases</p>	<p>Maintain the number of attorneys and advocates practicing or supporting the practice of education law</p> <p>Ensure that we continue to provide the highest quality of legal representation possible</p>
Legal education for parents/guardians, agencies, and the general public	<p>Respond to requests to present continuing legal education provided on our websites</p> <p>Continue to create and update legal education provided on our websites</p> <p>Use social media and community partnerships to increase exposure</p>	<p>Increase the amount of legal education provided</p> <p>Assist the public in identifying legal issues and making the appropriate referrals when needed</p>
Reinforce the need for local offices to have an education outreach plan	<p>Continue to identify staff to provide target outreach for existing and new partners</p> <p>Remind staff to work on their outreach goals and record outreach activities in Legal Server</p>	<p>Increase community awareness of the services that we provide in education cases</p> <p>Increase the number of referrals received from partners</p>



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	Continue developing partnerships with the local public defender offices where possible	
	Continue developing partnerships with local public defender offices	
Provide free legal information	Continue to create and distribute brochures and provide presentations	Ensure our materials are updated and that we have brochures to provide to the public on the most common topics

Elder Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase number of cases accepted in rural counties for elder law issues including wills, advanced directives	Identify an attorney or staff member in each office and task that individual with the responsibility to identify and organize outreach in rural counties with community partners	The number of cases accepted in rural counties for seniors will increase
Expand representation in the Elder Law Unit to include representation of victims of elder abuse	Identify and contact victim’s advocates in service areas to provide information on SCLS and its services Train attorneys and staff members of SCLS and our partners on the signs of elder abuse and how to effectively respond to the needs of those individuals Provide educational outreach to seniors on identifying and seeking assistance in an abusive situation	The number of cases involving elder abuse will increase
Increase community education and outreach concerning the prevention of	Provide educational clinics to community members on guardianship and guardianship alternatives	The number of outreach events on guardianship and conservatorship will increase



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guardianships and alternatives to guardianships	Develop written materials for the community on alternatives to guardianship	
Develop materials for new attorneys or attorneys who are not familiar with practice area to assist them in evaluating a guardianship case, identifying potential alternatives to filing an action, in addition to filing an action in probate court	<p>Create a guide for attorneys to use when vetting a new case regarding a guardianship action</p> <p>Create templates and how to documents to assist attorneys in filing and navigating a case</p>	Advocates will be familiar with the subject matter and better able to advise potential clients on their options as well as the court process

Employment Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the number of employment-related cases we close from the previous reporting period	<p>Review Unit Structure and develop firm goals and plans for each unit members' office. Identify an attorney in each SCLS office with the responsibility for outreach to rural counties by forming partnerships with SC Works offices, clerks of court, and community organizations</p> <p>Expand our clinics into new high-demand subject areas, such as driver's license restoration</p> <p>On a trial basis, conduct in-person intakes for interested applicants during clinics</p> <p>Develop a bank of letters and resources for attorneys to more efficiently handle employment-related cases</p> <p>Better utilize social media platforms to deliver legal information and to let the public know about the availability of our services</p>	There will be a net increase in the number of employment-related cases closed during the next reporting period



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<p>Train SCLS attorneys on developments in unemployment benefits law</p>	<p>Conduct an in-person training for attorneys who have not previously represented clients in unemployment benefits appeals</p>	<p>Increase the number of attorneys who handle unemployment benefits appeals</p> <p>Increase the number of unemployment benefits cases SCLS accepts for extended representation</p>
<p>Develop new materials to assist workers and those wishing to enter the workforce to know their rights, anticipate legal problems that may arise, and learn where to go for help</p>	<p>Draft a guide to expungement for human trafficking survivors and their advocates</p> <p>Update criminal record brochure to include information about the recently amended expungement law</p> <p>Develop a brochure with information about how to handle driver's license suspensions due to nonpayment of fines and fees</p>	<p>Increase awareness among human trafficking survivors and victims' advocates about the availability of this law to help them rebuild their lives</p> <p>Ensure that the public knows about the availability of expungement, pardons, and other options to address criminal record issues.</p> <p>Ensure that the public, and especially low income individuals, know about their options to get their driver's licenses reinstated</p>

Family Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
<p>Increase the legal representation provided to</p>	<p>Community education and outreach regarding family law issues</p>	<p>Increase the number of cases accepted by SCLS</p>



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low-income South Carolinians in the Family Courts	Training and retention of SCLS attorneys	
Finalize online classroom for pro bono attorneys to learn about domestic violence in divorce and custody cases	Review and finalize the online classroom and publish it	Pro bono attorneys should feel more comfortable representing domestic violence survivors in contested family court cases
Support and train attorneys, paralegals, and support staff	Provide quarterly unit meetings to include training Develop training materials for new attorneys and paralegals Continue to develop sample pleadings Provide guidance to new attorneys on individual cases	Retain competent attorneys that feel comfortable in the area of family law while providing top quality legal representation
Increase attorney and paralegal knowledge of appeals from family court	Host a mock oral argument at the National Advocacy Center for a current SCLS client including a Q&A session after the oral argument	Attorneys may feel more comfortable representing clients on appeals from family court

Housing Law Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the legal representation provided to low-income South Carolinians in housing cases	Community education and outreach regarding housing rights Training SCLS advocates (see below)	More low-income families will: Receive legal advice and representation Avoid improper loss of housing subsidies Obtain needed repairs



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		Avoid eviction, foreclosure, or other loss of decent and affordable housing
Train advocates to engage in effective housing retention litigation strategies and monitor their needs and progress	Develop training materials for new and experienced advocates Continue to add model pleadings and practice guides as needed to our comprehensive store of documents	Increase advocates' competence and confidence in bringing and defending housing cases as demonstrated through case numbers and positive outcomes
Challenge affordable housing providers that improperly seek to evict residents or improperly seek to terminate housing subsidies	Utilize the experience of SCLS advocates as well as information from community partners and other sources to identify housing providers in this category Offer training and collaboration to housing providers Identify and litigate improper evictions and subsidy terminations (affirmatively where possible) where that strategy is appropriate	Increase legal actions, affirmative and defensive, challenging evictions and subsidy terminations. Where possible, collaborate with SC housing authorities to address issues without litigation
Provide legal education to community partners and other agencies/organizations where doing so will have a positive impact on our clients	Offer and provide training to housing authorities and other housing providers Offer and provide training to other community partners Co-Counsel and collaborate on a case by case basis with other legal service providers where possible	Increase the capacity of community partners and other agencies/organizations to protect the housing rights of low-income South Carolinians
Leverage SCLS' resources through collaboration with housing providers where possible	Offer and provide training to housing providers as indicated above Seek out opportunities to collaborate with housing providers where doing so has the	SCLS will be able to protect the rights of low-income South Carolinians proactively and more efficiently



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	potential to benefit many residents of affordable housing communities	utilize its limited resources
Identify and address systemic barriers which impair low-income South Carolinians (both pro se and represented) ability to assert their rights in housing disputes	Utilize SCLS advocates' experience and reports from other organizations including courts and community partners to identify systemic barriers Develop and implement strategies to minimize or eliminate these barriers	Enable low-income South Carolinians to better assert their rights in housing disputes whether they are represented by counsel or not
Community education and outreach concerning housing rights	Provide education and outreach to community members regarding housing rights	Increase knowledge of housing consumers and providers so that consumers are more able to self-advocate and providers are less likely to engage in improper conduct

Probate and Heirs' Property Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
Increase the legal representation provided to low-income South Carolinians in Probate and Heirs' property cases	Community education and outreach regarding Probate and Heirs' property prevention Training SCLS attorneys (see below)	Increase the number of Probate and Heirs property law cases accepted
Identify, support, and train attorneys	Provide quarterly trainings, access to free webinars, and identify other training opportunities Develop training materials for new and experienced advocates Continue to develop model pleadings, practice guides, and explore best practices	Increase the number of attorneys that feel comfortable practicing Probate and Heirs' property law Ensure that we continue to provide the highest quality of legal representation possible



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	Unit Head will provide guidance on individual cases and assist in providing legal representation when needed	Broaden scope of SCLS Probate and Heirs' property law practice
Develop an outreach plan targeted at rural counties designed to increase awareness about Probate and Heirs property issues	<p>Identify staff to provide targeted outreach</p> <p>Continue introductions and meet with rural Probate Judges and their staff to provide information on how to refer low-income individual</p> <p>Begin to develop partnerships with community economic development organizations to provide education and referrals</p> <p>Identify organizations to approach and offer legal seminars and training</p>	<p>Increase community awareness of the services that we provide in Probate and Heirs' property law</p> <p>Increase the number of referrals that we receive from rural Probate courts</p> <p>Increase partnerships and case referrals in rural counties designed to protect and preserve home ownership</p>
Community education and outreach concerning Probate and Heirs' property prevention	<p>Provide education and outreach to community members to help prevent future Heirs' property issues</p> <p>Develop an informational flyer for court staff to disseminate to the public encouraging end of life planning to prevent heirs' property issues</p> <p>Develop and update our legal information brochures on end of life planning, Heirs' Property prevention, and probate basics</p>	<p>Help low-income South Carolinians be better informed on how to prevent Heirs' property through end of life planning</p> <p>Increase the number of cases SCLS accepts for Last Wills and Testaments</p>



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Public Benefits Unit Work Plan

Goals	Project Activities for Goals	Anticipated Outcomes
<p>Increase access to food, income, and healthcare for low income families while safeguarding their individual rights</p>	<p>Build relationships with agencies and organizations that serve low income populations to help us better reach the target community and the agency partners that serve them. Conduct presentations to the target community at various events. Provide brochures to agency partners, and continue to distribute brochures to the low income community. Represent or advise individuals who need access to food, income, and healthcare</p>	<p>Increased awareness among low income individuals and the partner agencies who serve them about the individual's rights when needing to access food, income, and healthcare. Increased benefits for low income individuals and families</p>
<p>Increase representation in SNAP cases including those involving the termination, denial, and reduction of benefits as well as cases where there has been an overpayment of benefits</p>	<p>Continue partnering with agencies and organizations such as SC Thrive and/or local food banks to distribute brochures on SNAP benefits and SCLS services to low income community members who may be experiencing problems obtaining sufficient food.</p> <p>Working to educate community partners about the availability of representation SNAP benefit cases</p>	<p>Representing more individuals regarding SNAP benefit termination, denial, reduction, and overpayments</p> <p>Educating low income individuals to increase their knowledge of their rights regarding SNAP termination, denial, reduction, and overpayments</p>
<p>Increase awareness about entitlement to benefits, increase access to benefits, and better educate benefit recipients to prevent loss of benefits</p>	<p>Continue developing legal education materials on public benefits issues for posting on SCLS's websites and for community education events</p> <p>Provide legal representation when benefits are not provided in compliance with the law</p>	<p>Increased and improved awareness of rights as to access to and retention of benefits among low income individuals and families</p>



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	<p>Continue partnerships with agencies and organizations to help clients who have been denied disability benefits, SNAP benefits, Medicaid, etc.</p> <p>Community education events to help prevent SSI cessation cases due to income and asset limits</p>	
<p>Increase total number of veterans served across all areas of civil legal issues, and increase total number of veteran’s benefits cases handled statewide</p>	<p>Assist veterans with a variety of legal programs</p> <p>Participate in Operation Stand Down events and other outreach events that targets veterans</p> <p>Continue partnering with agencies, organizations, and other law firms who serve veterans to expand outreach and our staff’s knowledge of veteran’s issues</p> <p>Have at least one attorney in each office that is certified to handle veteran’s cases</p>	<p>More veterans will be educated on civil legal issues. SCLS will represent more veterans on a variety of civil legal problems</p>
<p>Ensure that Medicaid denials, cuts, and terminations are done in accordance with the law</p>	<p>Distribute information to the low income community through brochures and presentations</p> <p>Work with community partners to increase knowledge as to availability of SCLS services in denial and termination of Medicaid benefit cases as well as other areas regarding access to Medicaid</p> <p>Provide legal representation when denials, cuts, and terminations are not done in accordance with the law</p>	<p>More individuals will receive Medicaid benefits. Increased knowledge of legal rights and safeguards as to termination and denial of Medicaid benefits</p>



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➤ **Measurements and outcomes-**

We have a case management system “Legal Server”, which provides a permanent and easily accessible record of all the activities that SCLS attorneys and paralegals undertake during the day on behalf of a client. From the acceptance of a case until its conclusion, all activities are entered by attorneys/paralegals/support staff so that the outcome and benefits can be ascertained and funders can be informed of the number and type of cases that SCLS has dealt with during the program year. At the conclusion of a case, advocates are also able to choose from a wide variety of outcomes to indicate what was accomplished on behalf of the client. We are able to run reports in Legal Server to show outcome benefits for a particular case, the number of cases with a particular benefit, or a number of other possibilities. A sample list of the outcomes is attached.

In the past, we have used reports based on these outcomes to evaluate staffing patterns. In particular, we used it to determine the effectiveness of our benefits paralegals. The results led us to institute regional benefits paralegals. The overall case numbers can be used for staff evaluations and to further review staffing patterns. Additionally, the outcome benefits can be reviewed in conjunction with the case closure numbers to provide more evidence when conducting our priority setting.

Following the closure of a case the client is sent a survey card specifically designed to elicit feedback from the client on the services that were given by the SCLS attorney and the way in which the attorney dealt with the case. The results of the survey are carefully analyzed within the law firm to see if changes are needed to be made in service delivery.



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See chart below

Legal Problem Category	7/1/16 through 12/31/2016	7/1/17 through 12/31/17	7/1/18 through 12/31/18
Consumer	433	420	445
Education	62	89	53
Employment	164	227	153
Family	1237	1296	1528
Juvenile	3	0	5
Health	20	26	29
Housing	1355	1251	877
Income Maintenance	278	262	279
Individual Rights	16	14	16
Miscellaneous	455	493	491
TOTAL	4023	4078	3876

SOUTH CAROLINA LEGAL SERVICES
2019 Budget - March

REVENUE	
LSC Income	6,110,405
LSC Migrant	157,389
LSC Technology	64,105
United Way	53,078
Title IIIB	342,050
SC Bar Foundation - IOLTA	1,108,293
SC Bar Foundation - BOA	306,095
VOCA	1,400,000
Filing Fees	1,262,335
Contract Services	40,000
Resource Development	40,000
SCHelp	0
Taxpayer Grant	95,000
USC	17,000
Medical Legal Partnerhip	180,000
Hollingsworth	50,000
AmeriCorp - Equal Justice Works	52,500
AARP; SC Disas; Fatherhood	155,000
Spartanburg City/Charleston County	6,990
Total Grants and Contracts	11,440,240
Interest Income	205,000
Attorney Fees	4,800
Miscellaneous	5,000
Total Support and Revenue	11,655,040
Personnel Expenses:	
Lawyers	4,194,306
Paralegals	942,280
Administration	1,165,920
Other Staff	667,465
Total Salaries	6,969,971
Payroll Taxes	559,203
Pension	355,469
Medical & Dental Insurance	1,012,452
Vision Insurance	11,000
Disability & Life Insurance	69,000
Unemployment Insurance	25,000
Worker's Compensation	20,000
Student Loan Repayment	80,000
Total Benefits	2,132,124
Total Personnel	9,102,095

Non Personnel Expenses	
Occupancy	
Rent	101,800
Gas and Electric	68,000
Janitorial Expense	64,000
Security	8,000
Repairs & Maintenance-Building	60,000
Total Occupancy	301,800
Professional Fees	
Prof Fees-Audit	96,613
Prof Fees-Computer	153,600
Temporary Help	15,000
Prof Fees- PAI	595,000
Other Prof Fees/ Contract Services	150,000
Total Professional Fees	1,010,213
Travel & Training	
Parking	10,000
Vehicle Lease & Maint	45,000
Travel - Staff	38,000
Travel - Board	5,000
Training - Staff	280,000
Training - Board	25,000
Total Travel & Training	403,000
Office Expenses	
Office Expense	12,500
Office Supplies	67,000
Postage & Delivery	55,000
Printing	60,000
Sml Equipment & Furniture<5000	54,300
Computer Equipment<5000	75,000
Total Office Expenses	323,800
Library	
Law Library Subscriptions	40,000
Other Subscriptions	30,000
Total Library	70,000
Equipment	
Equipment Rental	30,000
Equipment Maint. Contracts	40,000
Repairs & Maint.-Equipment	1,500
Total Equipment	71,500

Telephone	
Telephone	90,000
Video Equipment exp	1,500
Internet Expense	89,000
Repairs & Maint-Telephone	18,000
Total Telephone	198,500
Insurance	
Insurance-Malpractice	38,900
Insurance-General Liability	39,000
Insurance-Bonding	3,300
Total Insurance	81,200
Other Expenses	
Administrative Fees	8,000
Litigation	67,000
Dues & Memberships	44,000
Advertising - Employment	1,000
Advertising - Other	10,025
Staff Relations	25,000
Human Relations	5,000
Outreach	28,500
Fundraising Expense & PAI recognitions	5,000
Total Other Expenses	193,525
Capital Additions	
Principal Payments	86,043
Computer Equipment >5000	0
Building Improvement	0
Furniture & Equipment >5000	190,000
Total Capital	276,043
Total non-personnel	2,929,581
Total expenses	12,031,676
Support and Revenue over exp	(376,636)
Fund balance beg of year	600,000
Ending net Assets	223,364

SOUTH CAROLINA LEGAL SERVICES
Statement of Support, Revenue and Expenses
For the Month End July, 2019

	(fav)unfav			
	Year To Date			Annual
	Actual	Budget	Variance	Budget
Occupancy				
Rent	58,273	59,383	(1,110)	101,800
Gas and Electric	35,879	39,667	(3,788)	68,000
Janitorial Expense	38,746	37,333	1,413	64,000
Security	3,912	4,667	(755)	8,000
Repairs & Maintenance-Building	25,714	35,000	(9,286)	60,000
Total Occupancy	162,524	176,050	(13,526)	301,800
Professional Fees				
Prof Fees-Audit	34,405	56,358	(21,953)	96,613
Prof Fees-Computer	101,736	89,600	12,136	153,600
Temporary Help	4,863	8,750	(3,887)	15,000
Prof Fees- PAI	225,675	347,083	(121,408)	595,000
Other Prof Fees/Contract Services, Legal	51,634	87,500	(35,866)	150,000
Total Professional Fees	418,313	589,291	(170,978)	1,010,213
Travel & Training				
Parking	5,209	5,833	(624)	10,000
Travel - Staff	17,596	22,167	(4,571)	38,000
Travel - Board	189	2,917	(2,728)	5,000
Training - Staff	126,711	163,333	(36,622)	280,000
Training - Board	531	14,583	(14,052)	25,000
Vehicle Lease & Maint	18,809	26,250	(7,441)	45,000
Total Travel & Training	169,045	235,083	(66,038)	403,000
Office Expenses				
Office Expense	6,229	7,292	(1,063)	12,500
Office Supplies	38,688	39,083	(395)	67,000
Postage & Delivery	27,602	37,917	(10,315)	65,000
Printing	39,325	35,000	4,325	60,000
Sml Equipment & Furniture<5000	17,609	31,675	(14,066)	54,300
Computer Equipment	19,489	29,167	(9,678)	50,000
Total Office Expenses	148,942	180,134	(31,192)	308,800
Library				
Law Library Subscriptions	29,398	23,333	6,065	40,000
Other Subscriptions	5,332	17,500	(12,168)	30,000
Total Library	34,730	40,833	(6,103)	70,000
Equipment				
Equipment Rental	9,555	17,500	(7,945)	30,000
Equipment Maint. Contracts	19,718	23,333	(3,615)	40,000
Repairs & Maint.-Equipment	287	875	(588)	1,500
Total Equipment	29,560	41,708	(12,148)	71,500
Telephone				
Telephone	49,095	52,500	(3,405)	90,000
Video Equipment Exp	0	875	(875)	1,500
Internet Expense	48,521	51,917	(3,396)	89,000
Repairs & Maint-Telephone	8,750	10,500	(1,750)	18,000
Total Telephone	106,366	115,792	(9,426)	198,500
Insurance				
Insurance-Malpractice	20,151	22,692	(2,541)	38,900
Insurance-General Liability	17,944	21,583	(3,639)	37,000
Insurance-Cyber	3,992	1,167	2,825	2,000
Insurance-Bonding	3,330	1,925	1,405	3,300
Total Insurance	45,417	47,367	(1,950)	81,200
Other Expenses				
Administrative Fees	4,620	4,667	(47)	8,000
Litigation	31,086	39,083	(7,997)	67,000
Dues & Memberships	37,973	25,667	12,306	44,000
Advertising - Employment	0	583	(583)	1,000
Advertising - Other	958	5,848	(4,890)	10,025
Staff Relations	5,194	14,583	(9,389)	25,000
Staff Outreach & Human Relations	12,908	19,542	(6,634)	33,500
Fundraising Expense	0	2,917	(2,917)	5,000
Total Other Expenses	92,739	112,890	(20,151)	193,525
Capital Additions				
Principal Payments	61,858	50,192	11,666	86,043
Computer Equipment>5000	0	0	0	0
Furniture & Equipment >5000	31,520	110,833	(79,313)	190,000
Building Improvements>5000	0	0	0	0
Total Capital	93,378	161,025	(67,647)	276,043
Total non-personnel	1,301,014	1,700,173	(399,159)	2,914,581
Total expenses	6,192,221	6,895,299	(703,078)	11,820,510
SUPPORT AND REVENUE OVER				
(UNDER) EXPENSES	1,706,373	312,862	1,393,511	(362,394)
Net Assets-Unrestricted	8,914,967			
Net Assets-Restricted	937,519			
FUND BALANCES, beginning of year	9,852,486			600,000
Ending Net Assets	11,558,859			237,606

1.2 Equal Employment Opportunity

SCLS is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, arrest record, pregnancy or any other characteristic protected by applicable federal, state or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities and general treatment during employment.

Any employees with questions or concerns about equal employment opportunities in the workplace are encouraged to bring these issues to the attention of the supervisor. Note: If your

Supervisor is the person toward whom the concern is directed, you should contact any higher level Manager in your reporting chain. The Firm will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. To ensure our workplace is free of artificial barriers, violation of this policy will lead to discipline, up to and including discharge. All employees must cooperate with all investigations.

1.3 Pregnancy Accommodations

SCLS does not engage in pregnancy discrimination and will seek to ensure full and equal participation for women in our offices by working to provide reasonable accommodations to employees for medical needs arising from pregnancy, childbirth, or related medical conditions. SCLS will not discriminate against any employee or fail to hire or retain any employee 'because of sex' or 'on the basis of sex' which includes, but are not limited to, because of or on the basis of pregnancy, childbirth, or related medical conditions, including, but not limited to, lactation, and women affected by pregnancy, childbirth, or related medical conditions.

SCLS will further provide reasonable accommodation for individuals with medical needs arising from pregnancy, childbirth, or related medical conditions,

1.4 American with Disabilities Act (ADA) Policy

A. Purpose

SCLS is committed to providing and promoting equal opportunities in all of its activities and services. This commitment includes complying with the mandates of the American with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act (29 USC Sect. 791, et. Seq.) Federal laws that make it unlawful to discriminate against a qualified person with a disability in all aspects of the employment process and in the provision of services and benefits.

B. Requesting Accommodations

Qualified employees or prospective employees with disabilities may request accommodations in order to perform the essential functions of his/her job or gain access to the hiring process. The requests should be made in writing to the employee's supervisor. SCLS will reasonably accommodate the known physical or mental limitation of an otherwise qualified applicant or employee with a disability unless the accommodations would impose an undue hardship on its business operation. This does not guarantee that the accommodation provided will be the one requested.

C. Appeals and Complaints

The Deputy Director of Operations/General Counsel (DDO/GC) is deemed the 504 Coordinator. Appeals related to the provision of reasonable accommodations by SCLS may be directed to the Executive Director's office located at 2109 Bull Street, Columbia, SC 29201. All complaints are considered to be allegations of discriminations

and therefore must be investigated. After investigation, complaints will be evaluated and decided by the Disability Resources Committee consisting of the Executive Director, DDO/GC, Controller and Deputy Director of Grants and Compliance.

All complaints must be in writing and must contain the name and address of the complaining party. Informal, oral, unsigned or unanimous complaints may impede or hinder an investigation. The complaint must briefly describe the alleged violation of the policy, and should provide documentation and information about potential witnesses or persons with knowledge of the relevant facts, if any.

1.5 Religious Accommodations

The Firm will endeavor to accommodate the sincere religious beliefs of its employees to the extent such accommodation does not pose an undue hardship on the Firm's operations. If you wish to request such an accommodation, please speak to your Managing Attorney or if a Managing Attorney, the Executive Director, or if a part of Administration, your immediate supervisor.



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South Carolina Legal Services Staff Numbers by Location

Charleston **2803 Carner Avenue, North Charleston, SC**

Total Staff: 18 10 Attorneys 9 Non-Attorneys

Columbia **2109 Bull Street, Columbia, SC**

Total Staff: 27 10 Attorneys 16 Non-Attorneys Includes Statewide Administration and Intake

Conway **1201 B Creel Street, Conway, SC**

Total Staff: 9 3 Attorneys 5 Non-attorneys

Florence **320 South Coit Street, Florence**

Total Staff: 7 4 Attorneys 3 Non-Attorneys

Greenville **701 South Main Street, Greenville, SC**

Total Staff: 22 11 Attorneys 11 Non-Attorneys Includes Statewide Administration

Greenwood **316 West Cambridge Avenue, Greenwood, SC**

Total Staff: 6 3 Attorneys 3 Non-Attorneys

Orangeburg **126 Associates Parkway, Orangeburg, SC**

Total Staff: 9 3 Attorneys 7 Non-Attorneys Includes Statewide Intake Staff

Rock Hill **214 Johnston Street, Rock Hill, SC**

Total Staff: 8 3 Attorneys 5 Non-Attorneys

Spartanburg **148 East Main Street, Spartanburg, SC**

Total Staff: 13 7 Attorneys 6 Non-Attorneys Includes Administration Staff